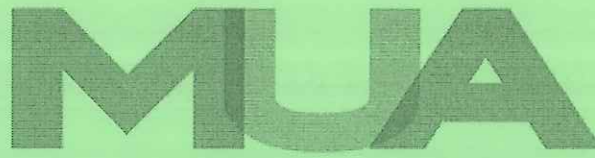


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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

BDS 310 : PUBLIC SECTOR ORGANIZATION AND DEVELOPMENT

DATE: 31ST JULY 2018

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

CHANGE MANAGEMENT IN PUBLIC SECTOR ORGANIZATIONS

The current business environment is changing at a very fast pace and all organizations whether private or public are experiencing the impacts of change. It is important for these organizations to understand the role of change management and how to practically implement it (How to Manage Change, 2009,). Public sector organizations are often perceived to be resistant towards change because of the reason to seek the ability to do things rather than doing those things in a different or changed manner. The changes in the socio-economic, political, legal and technological environment has a major impact on the public sector organizations as it the implementation of these changes is a time consuming process. These reform initiatives have made the development of new approaches in the public sector resulting in the introduction of Business Process Re-engineering, new business models, team building and leadership programmes, improved project management etc. This all involves changes in the mindset of the employees which implies the importance of change management in the public sector organizations (UNDP Capacity Development Resource, 2006).

Apart from these changes in the external environment the changes in the public sector organizations is mainly due the pressure of the government and global trends. Though the forces or elements of change are almost same in the public and private sector organizations the implementation is far more difficult in public sector. This is due to the different orientation in the values and objectives of both the sectors. The effectiveness of change is dependent on the outcomes which are expected from the change programme (Osborne P.S., Brown K., 2005).

Importance of Change Management

Change management plays an important role in the organization as bringing change means making alteration in the systematic and planned routine. The task of bringing about change in the organization is not that easy as it involves changing the mindset

of individuals and their attitudes towards a particular objective. Changes can be brought about in the organization externally or internally. The process of bringing about change allows the organization to give a proactive or reactive or reactive response in a particular situation (Role of Change Management in an Organization, managementhub.com, 2009). The process of change involves several steps. By following these steps in an organization it can be ensured that the change management strategies will be effective in long run and help in improved organizational performance (Mateco, 2008)

Required:

- a) Identify three different types of change that are required in an organization. That calls for change management. **(3 marks)**
- b) Organizations undergo change process at certain stages. With examples, describe effects of a change process to an organization. **(12 marks)**
- c) Public organizations do face challenges when they are undergoing change management. Identify five of these challenges. **(7 marks)**
- d) Describe the steps for a change process. **(3 marks)**

QUESTION TWO

- a) Define the term public management. **(3 marks)**
- b) The concept of public administration is linked to public sector organization and development. Discuss using six points **(12 marks)**

QUESTION THREE

- a) The concept of Bureaucracy and accountability is key to Public sector management. Describe five ways of how they relate to each other. **(5 marks)**
- b) The Public Policy decision making has seven phases under which decisions are made. Discuss the seven phases. **(10 marks)**

QUESTION FOUR

By use of examples, describe any five theories of Policy making. **(15 marks)**

QUESTION FIVE

- a) Define Organizational culture. (2 marks)
- b) There are Seven (7) step process of organizational socialization. Describe these steps. (10 marks)
- c) High performing organizations are built on certain culture. Discuss three (3) ways in which an organization can maintain its culture. (3 marks)

QUESTION SIX

- a) Different factors affect organizational change. Discuss five factors that are likely to affect organizational change. (5 marks)
- b) Different organizations are affected by organizational inertia differently. Discuss the concept of organizational inertia. (5 marks)
- c) Briefly discuss a reform strategy of an organization of your choice. (5 marks)